# Exhibit 14

March 22, 2018

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Page 1
                                                                                                            Page 3
                IN THE UNITED STATES DISTRICT COURT
                                                               PRESENT (Continued):
                  FOR THE DISTRICT OF NORTH DAKOTA
                                                           2
                                                                     RILEY SAFER HOLMES & CANCILA LLP,
2
                       NORTHWESTERN DIVISION
3
                                                                     (Three First National Plaza,
4
                                                                     70 West Madison Street,
    NORTHERN BOTTLING CO., INC., )
                                                                     Chicago, Illinois 60602,
               Plaintiff,
                                                                     1-312-471-8770), by:
          vs.
                                 ) No. 4:150-cv-133
                                                                     MR. THOMAS B. QUINN,
8
    PEPSICO, INC.,
                                                                     tquinn@rshc-law.com, and
                                                                     MS. PATRICIA MATHY,
9
               Defendant.
10
                                                          10
                                                                     pmathy@rshc-law.com,
11
               The videotaped 30(b)(6) deposition of
                                                          11
                                                                          appeared on behalf of the Defendant.
12
    PEPSICO, INC., by MARIO MERCURIO, called for
                                                          12
13
    examination, taken pursuant to the Federal Rules of
                                                         13
                                                              ALSO PRESENT:
    Civil Procedure of the United States District
                                                          14
                                                                    MR. CHARLES S. BIENER, PepsiCo, Inc., Senior
14
15
    Courts pertaining to the taking of depositions.
                                                          15
                                                              Counsel:
    taken before KRISTIN C. BRAJKOVICH, a Certified
16
                                                          16
                                                                    MS. ANA M. McCARRON, PepsiCo, Inc., Senior
17
    Shorthand Reporter, CSR. No. 84-3810, of said
                                                          17
                                                              Legal Specialist;
    state, at Suite 2900, Three First National Plaza,
                                                          18
                                                                    MR. DARRIN MORRIS, Director, Franchise
18
    70 West Madison Street, Chicago, Illinois, on the
                                                              Development - Southeast Region;
20
    22nd day of March, A.D. 2018, at 11:36 a.m.
                                                          20
                                                                    MS. ELIZABETH VAN HOUTEN, Director, Franchise
21
                                                               Development, Transshipping Mitigation;
22
                                                                     MR. DAVID LEHMAN, Legal Videographer.
                                                          22
23
                                                          23
24
                                                               REPORTED BY: KRISTIN C. BRAJKOVICH, No. 84-3810.
                                                 Page 2
                                                                                                            Page 4
     PRESENT.
1
                                                                 THE VIDEOGRAPHER: I'm the videographer on
2
                                                             March 22, 2018, for the recording of the deposition
3
           RAGAIN & COOK, PC.
                                                             of Mario Mercurio at the time of 11:36 a.m. Will
4
           (3936 Avenue B. Suite A-2.
                                                             the reporter please swear in the witness.
5
           Billings, Montana 59102.
                                                          5
                                                                       (WHEREUPON, the witness was duly
6
           1-406-206-4831), bv:
                                                          6
                                                                       sworn.)
           MR. JAMES M. RAGAIN,
                                                          7
                                                                       MARIO MERCURIO,
8
           iim@lawmontana.com,
                                                             called as a witness herein, having been first duly
9
                -and-
                                                          9
                                                             sworn, was examined and testified as follows:
10
           SULLIVAN MILLER LAW,
                                                          10
                                                                       EXAMINATION
11
           (3860 Avenue B, Suite C East,
                                                          11 BY MR. RAGAIN:
12
           Billings, Montana 59102,
                                                          12
                                                                 Q. Good morning, Mr. Mercurio. Could you
13
           1-406-403-7066), by:
                                                              state your name and your business address, please?
           MS. MICHELLE SULLIVAN,
                                                                    So my name is Mario Mercurio. I'm the
15
           michelle.sullivan@sullivanmiller.com,
                                                              senior vice president, general manager for the
                appeared via video teleconference on
16
                                                              franchise business units. My address is
17
                behalf of the Plaintiff;
                                                              1111 Westchester Avenue. White Plains. New York.
18
                                                                 Q. And you have been proffered as a company
19
                                                          19
                                                              witness with respect to the second topic in the
20
                                                              deposition notice set for today?
21
                                                          21
                                                                 A. That's correct.
22
                                                          22
                                                                 Q. And what is it that you have been asked
23
                                                          23
                                                              to testify about?
2.4
                                                          24
                                                                 A. Well, I just want to talk to you about,
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Page 5

1 you know, our relationship with the bottlers and

2 how we do implement the transshipment policy. It's

3 a very important program, so I'll chat with you a

4 little bit about that. I would like to chat with

you a little bit about -- you know, at a higher

6 level how we work with our bottlers.

7 We have something called Blue System

Council, where we have -- we meet quarterly. It's

about 14 bottlers that participate on that

committee. It's a great council to articulate some

of the issues in the system and then how do we

12 together as one blue system work together on

13 solving those problems.

14 Q. Okay. Go ahead.

15 MR. QUINN: Well, could we have a question

16 that focuses on a particular item? I'll just

object, but that's -- you can answer. 17

BY THE WITNESS: 18

19 A. So, Jim, one -- may I call you Jim?

20 BY MR. RAGAIN:

21 Q. Oh, yeah, absolutely. We know each

22 other from prior dealings.

23 A. Yeah, it's been a long time. I think it

24 was February of 2016 when we were in Minot

Page 7 1 system there's two associations, there's the IBA,

Independent Bottler Association, and there's the

3 PCBA, the PepsiCo Bottler Association. We worked

4 directly with both of the leads of those

associations and created the roster for who would

participate on those -- who would participate in

those meetings. By the way, the two association

directors also participate in those meetings.

Q. Is Northern Bottling welcome to come to

these meetings when they happen?

11 A. What we do, Jim, we -- it's very

important for us to have continuity of bottlers and

to have a mix and match of bottlers coming in

because then you don't really -- you are not really

entrenched in the subject matter, if you come in

and out at different times, so, no, we do not. But

17 what we do do is, we have terms in our governance

where there is eight bottlers that participate all

of the time, and then after a two-year term, other 19

bottlers can participate on the Blue System 20

21 Council. So some people will come off of that

council, some people will go on the council. 22

23 The other important thing that I would

like to add with you is that, we do a very -- a

Page 6

together. 1

2 So, you know, one of the things that is

3 very important to the system is that, you know, we

go to market as one unified system because,

obviously, customers don't really appreciate when

we call on them and have, you know, different

7 variations of how we go to market.

8 So one of the things that we created

about three years ago was this thing called Blue 9

System Council. There's usually 13 company 10

employees that come to this meeting. There are 11

12 always 12 bottlers that come to this meeting.

13 There's large bottlers, small bottlers. And one of

14 the reasons why we created this council was that,

15 we have to work closer, we have to work in unison

16 on issues that are in the marketplace, so that is

17 one of the things that we have established and

18 implemented about three years ago.

Q. Is Northern Bottling on that?

20 No, they are not.

Q. How were the people selected that are on

22 the blue -- Blue System Council, is that what it is

23 called?

19

21

24 A. That's correct. So, you know, in the very nice job providing minutes of all of those

meetings, so it's not like the independent, smaller

bottlers are not seeing what goes on in those

meetings.

5 Q. And with respect to -- I mean, is

transshipment one of things that the Blue System

7 Council is presently discussing?

8 A. Yes.

9

20

22

Q. And what are you trying to accomplish?

10 A. So working with the bottlers, it's just

very -- it's a very important topic for us because, 11

obviously, it causes a lot of friction within the

system. So, again, it's very important to me, it's

very important to PepsiCo. So there's been a lot

of discussion about changing the process for how we

implement the transshipment program, and it's a

17 great opportunity to, you know, listen to the

bottlers and hear their concerns and see how we

19 could do things possibly a little bit differently.

Like what?

21 Taking the fines up.

Q. Taking the fines up?

23 Α. Yes.

24 Q. Okay. To what? What has been



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Page 11

1 suggested?

2 A. So what I want to talk to you about,

3 it's been suggested, this is not done yet because

4 we are still discussing this with the bottlers.

5 But, once again, at the last BSC meeting, which was

6 just recently last week in Utah -- i was not at

7 that meeting. As you know, for the record, I'm

8 retiring, so my replacement was there. But he's --

we are moving forward on taking the 20-ounce fines

10 from \$11 up to \$17.

11 Q. I'm not sure what to ask you,

12 Mr. Mercurio, because you have been offered to

13 testify as to Topic No. 2. Do you have any

14 knowledge of any policies, procedures, rules,

15 regulations, plans, and actions promulgated and/or

16 implemented by PepsiCo, Inc., for the purpose of

17 preventing transshipment into the territories of

18 independent bottlers outside of the northeastern

19 United States?

20 A. Well, I would tell you that as Darrin

21 spoke, you know, we have made an investment in

22 improving our pallet tracing. We put that in

23 place. That was about a \$300,000 investment. We

24 also enabled bottlers -- again, coming out of the

Page 9 1 areas.

2 Q. Have you made Northern Bottling aware of

3 all of these items?

A. Well, through the Blue System Council

and through the minutes, he's very aware of it

6 because the minutes are very well written, they are

7 done two weeks after each meeting, and they are

8 circulated to the entire bottling system. So, yes,

9 he is aware.

10 Q. So he's going to know the details of

11 each of the items that you just listed off. I

12 don't have to go over them with you on the record

13 today?

15

16

14 A. Yes, he should.

Q. Okay. Thanks. Anything else?

A. No. I would just say the other thing

17 that is a little frustrating for me and I think for

18 the team here is that I'm very disappointed that

To the team here is that this very disappointed that

19 the bottler in Minot, North Dakota, did not go on

20 the offensive. We put in place an unbelievable

21 program to help him. As you know, I flew out there

22 personally because I feel I have an obligation to

23 do that bottler to try to help and solve this

24 thing.

Page 10

1 Blue System Council, some of the feedback was the

2 claims took too long to process. We enabled that.

3 That cost another \$110,000 into the system. We cut

4 off source transship of product from Vistar,

5 Culinary Ventures, and please keep in mind that we

6 work very closely with our regional vice presidents

7 in the field to do that. Just those two customers

8 in the southeast, that was about a \$4.5 million

9 loss to PBC.

10 Also in the Midwest, I know Liz spoke a

11 little bit about it, but there's a number of12 customers in the Midwest that we reduced programs,

13 we stopped sales, we increased price. That was a

14 \$2 million hit to the Midwest region, and basically

15 on how we are going about it and cutting off more

16 customers, there's about a \$6 million headwind in

17 2018. We revised the PBC employee transshipment

18 policy. We had each employee at each different

19 function go through that new policy. They had to

20 sign off on that new policy.

21 And we also, as Jim spoke about this

22 morning, included, you know, Tropicana and Quaker

23 distributors, new language that prevents them from

24 transshipping or diverting product into different

Page 12

I didn't even get the courtesy of going

2 out to the stores to have that group go out into

3 the stores with me. And I went out to Enerbase, I

4 went out to Envision, I talked to the store

5 managers, and actually even when I read the

6 deposition, the thing that was really troubling to

7 me, the customer deposition was, it wasn't about

8 price. It was about the way in which the bottler

9 went after this account. And, quite frankly, they

10 were quite arrogant on how they handled that, and

1 as a result of that, we lost all of that business.

12 And what Langer basically said to me

13 when I was in the meeting with him, he basically

4 said, Well, we have lost customer in the past.

15 We'll just take our time and they'll come back.

16 Well, here we are. You know, some of

17 them came back but some of them didn't come back.

18 and it's just a little disappointing. I have other

19 bottlers that do not give diverters or anybody else

20 a chance of selling product into their marketplace,

21 not one little inch, and I feel that in Minot, they

22 did not do that, and we are in the situation that

23 we are in.

24 Q. And -- okay. Anything else? And



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Page 13

legitimately, I want to hear about it.

2 A. No. I just -- again, I would say that

3 we take transshipment very seriously. Again, if --

4 you know, it's very important because, again, it

5 has a -- you have to work with the bottlers. We do

6 consider them our business partners, and in order

7 to get alignment, we have to make sure that we do

8 the right thing on that front, and that is what we

9 are doing.

10

13

MR. RAGAIN: That's all I have, Tom.

11 MR. QUINN: Okay. Let me just ask one or two

12 follow-up questions.

**EXAMINATION** 

14 BY MR. QUINN:

15 Q. On this issue of customer relations and

16 the role that a bottler, such as Northern's,

17 relations with its customer, plays in transshipping

18 occurring and then in mitigating transshipping,

could you tell us in a little more detail what it 19

20 is that can cause a customer to actually kick a

21 Pepsi bottler like Northern out of its stores.

22 A. Yeah. Let me just -- I'll just talk

23 Northern specifically. So Northern is a high share

bottler. Northern has a very aggressive CDA,

Page 15 1 Northern wasn't listening. I don't think that

Northern was flexible, and I think the customer

just had enough. And they -- and they went to any

means -- and reading the deposition, Core-Mark

said, Look, we did not approach the customer. The

customer approached us because it's not a high

margin item for us and it's not something that we

really want to carry on our trucks.

9 And the other problem was, I went out

10 into the stores personally, there was a limited --

the distribution was limited, so there was some

Mountain Dew, there was some Pepsi. Some stores

had Diet Pepsi, some stores didn't have Diet Pepsi,

so these customers really wanted Langer to come

back in and service his stores. But,

unfortunately, couldn't come to terms with how they

17 could make that CDA work in that case.

18 Q. Now, you also mentioned in your

testimony about the need to go on offense. Has

20 PepsiCo from time to time, whether it's Northern or

21 otherwise, also attempted to help bottlers

recapture accounts that may have kicked them out

23 because of issues like the ones that you just

24 testified about?

Page 14

9

17

21

1 customer distribution agreement. Northern was

asking for the moon, and, quite frankly, the

3 customer had enough of it. It doesn't say Northern

4 Bottling Beverages on the front of those stores,

5 and as a result of that, you have got to be

6 flexible in terms of what you can provide to that

7 customer.

8 And we see that from a local standpoint

9 and we see it from a national standpoint, and you

have to be flexible, you have to listen, and you

11 have to be selective on how you can get things done

12 with those customers.

13 Q. Did you have a chance to read the

depositions of the general manager of Enerbase and 14

the general manager of Envision, and the --15

16

17 Q. -- general manager of the Devils Lake

18 stores?

19 A. I did.

20 Q. And in reading those, did you form any

21 views regarding the rationale or the reasons why

those general managers actually kicked Northern out 22

23 of the stores?

24 Yeah, I think it was -- again, I think Page 16

A. Absolutely. You know, PBC is faced with some of the same issues, and they become flexible

and try to make it work. You know, I worked in a

high share market in Michigan, and, you know, it

was important for us to align with the customer in

order -- so both sides would have a successful

7 outcome at the end of the year. That is the way

that we did it, and it worked very, very well.

I will tell you that I personally went

out to see Langer. Larry Bowers was his franchise

11 manager. We put together a very comprehensive

program, including media, including merchandising

that, you know, we could share with you, Jim. I

don't know if you have seen it, but I could not

15 believe when Langer came back and said, No thank

16 you. I mean, it was just very comprehensive.

So, yes, my role is to work with

18 bottlers to drive their sales, to drive PepsiCo's

sales, and to help them maneuver in their

20 marketplace.

Q. So is going on offense a part of the

22 effort to prevent or to mitigate transshipment?

23 A. Absolutely. I think if we would have

24 implemented that program, I think we would have



March 22, 2018 17–20

IAC	ORTHERN BUTTLING VS PEPSICO		17-20
1	Page 17 had we would have been back in those stores.	1	Page 19 THE WITNESS: Thank you.
2	Q. One last question regarding this issue	2	MR. QUINN: No further questions.
3	of transshipment outside of the northeast, but for	3	THE VIDEOGRAPHER: This marks the end of
4		4	today's deposition. The time is 11:54 a.m. We are
	the rest of the country, to kind of put it in		now off the record.
5	perspective if you can for us.		THE REPORTER: And all of these are reserved
7	What percent, if you know, of case sales		signature?
8	in independent bottler territories are transshipped cases?	7 8	MR. QUINN: Yes.
			· · · · · · · · · · · · · · · · · · ·
9	A. Less than 1 percent. It's very, very	9	FURTHER DEPONENT SAITH NOT.
10	, , ,	10	
11	,	11	
12	3 7	12	
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14	, ,	14	
15		15	
16		16	
17		17	
18		18	
19	, ,	19	
20		20	
21		21	
22		22	
23	A. He just said, No thank you. He said, I	23	
24	have been in this situation before. I don't really	24	
	Page 18		Page 20
	3 1 3	1	STATE OF ILLINOIS )
2	Langer? I mean, it's a very comprehensive program.	2	) SS:
3	Larry Bowers is an excellent franchise development	3	COUNTY OF C O O K )
4	manager who works with Langer. He's probably one	4	I, KRISTIN C. BRAJKOVICH, a Certified
5	of the best franchise managers that I have out	5	Shorthand Reporter of said state, do hereby
6	there, and we both worked on the program.	6	certify:
7	So I'm not just a guy in New York	7	That previous to the commencement of the
8	saying, Okay, this is what is going to work in	8	examination of the witness, the witness was duly
9	Minot, North Dakota. Larry put it together and did	9	sworn to testify the whole truth concerning the
10	a really nice job of that, so we went to Langer and	10	matters herein;
11	his team, which is I guess at the time was Bruce	11	That the foregoing deposition transcript
12	and Todd, and they just said, No thank you.	12	was reported stenographically by me,
13	They'll come back. I was just like, Okay.	13	was thereafter reduced to typewriting under my
14	Q. That is all they said, they'll come	14	personal direction and constitutes a true record
15	back?	15	of the testimony given and the proceedings had;
16	A. Langer said, I have had this issue	16	That the said deposition was taken
17	before, when I have been thrown out of accounts,	17	before me at the time and place specified;
18	and they will come back. I'm not going to give up	18	That I am not a relative or employee
19	my shelf space. And I said, Well, I'm not	19	or attorney or counsel, nor a relative or
20	recommending you give up your shelf space, but you	20	employee of such attorney or counsel for any of
21	are going to have to be flexible on something in	21	the parties hereto, nor interested directly or
22	<del>-</del>	l .	
	order to get this going. And then over time,	22	indirectly in the outcome of this action.
23		22	indirectly in the outcome of this action.  IN WITNESS WHEREOF, I do hereunto set my



MR. RAGAIN: Okay. Thank you.

24 hand and affix my seal of office at Chicago,

#### March 22, 2018 21-24

	Page 21		Page 23
1	Illinois, this 3rd day of April, 2018.	1	DEPOSITION ERRATA SHEET
2		2	
3		3	Our Assignment No. J0595213
4	Kritis Bragowich	4	Case Caption: Northern Bottling Co., Inc., vs.
5	dusti Bradonich	5	PepsiCo, Inc.
6	740000-10-11-11-11-11-11-11-11-11-11-11-11	6	-
7	C.S.R. Certificate No. 84-3810.	7	DECLARATION UNDER PENALTY OF PERJURY
8	c.b.k. cerefficace No. of 3010.	8	BECHIGITOR ONDER I EMILITY OF TERROORS
9		9	I declare under penalty of perjury that
10		10	I have read the entire transcript of my deposition
11		11	taken in the captioned matter or the same has been
12		12	read to me, and the same is true and accurate, save
13		13	and except for changes and/or corrections, if any,
14		14	as indicated by me on the DEPOSITION ERRATA SHEET
15		15	hereof, with the understanding that I offer these
16		16	changes as if still under oath.
17		17	onangos as il solli anasi sasin
18		18	Signed on the day of
19		19	, 20
20		20	
21		21	
22		22	
23		23	
24		24	MARIO MERCURIO
	Page 22	4	Page 24
1	INDEX	1	Page 24  DEPOSITION ERRATA SHEET
2	I N D E X WITNESS EXAMINATION	1 2	DEPOSITION ERRATA SHEET
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2	I N D E X WITNESS EXAMINATION	2	DEPOSITION ERRATA SHEET
2 3	I N D E X WITNESS EXAMINATION MARIO MERCURIO	2	DEPOSITION ERRATA SHEET  Page NoLine NoChange To:
2 3 4	WITNESS EXAMINATION MARIO MERCURIO By Mr. Ragain 4, 17	2 3 4	DEPOSITION ERRATA SHEET  Page NoChange To:  Reason for Change:
2 3 4 5	WITNESS EXAMINATION MARIO MERCURIO By Mr. Ragain 4, 17	2 3 4 5	Page NoLine NoChange To:  Reason for Change:  Page NoLine NoChange To:
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March 22, 2018

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March 22, 2018 23

DEPOSITION ERRATA SHEET
Our Assignment No. J0595213
Case Caption: Northern Bottling Co., Inc., vs.
PepsiCo, Inc.
DECLARATION UNDER PENALTY OF PERJURY
I declare under penalty of perjury that
I have read the entire transcript of my deposition
taken in the captioned matter or the same has been
read to me, and the same is true and accurate, save
and except for changes and/or corrections, if any,
as indicated by me on the DEPOSITION ERRATA SHEET
hereof, with the understanding that I offer these
changes as if still under oath.
Signed on the $\frac{1000}{1000}$ day of
April , 2018.
Dala Call
MARIO MERCURIO



# ERRATA SHEET

CASE: NORTHERN BOTTLING VS. PEPSICO INC.

DATE: MARCH 22, 2018

WITNESS: MARIO MERCURIO

PAGE	LINES	FROM	<u>TO</u>	REASON FOR CHANGE
10	22	you know, Tropicana	you know, for Tropicana	mistranscription
11	23	do that bottler to try	do that for the bottler, to try	clarification
12	14	lost customer in	lost customers in	mistranscription
15	16	unfortunately couldn't	unfortunately they couldn't	clarification